and was referred to Mr. Leslie (now Sir Norman Leslie, K.B.E.), a shipbroker who had offered his services to the new Ministry, and who, with Mr. (now Sir Arthur) Salter, had built up a card-index system to supply the information about shipping and shipping movements * which in peace time is obtainable at Lloyds. It was Commander Henderson who found, without surprise, that the Admiralty's statistics of the number of vessels arriving and leaving our shores were grotesquely misleading. Arrivals of ocean-going steamers in the United Kingdom and Channel ports were only about 20 a day, of which 15 came to the United Kingdom ; that is, there were not 2,500 weekly, only 140. The actual number of ocean-going vessels could easily be handled under convoy arrangements.

The Ministry of Shipping took up with enthusiasm the idea of developing a convoy system, and Mr. Leslie co-operated with Commander Henderson in working out the lines upon which such a scheme could be run. The Shipping Controller, Sir Joseph Maclay, repeatedly pressed that convoys should be given a trial, but the Admiralty persisted in opposing the plan in every shape and form. One morning, as the Controller was entering the Cabinet *Conference* room, he met Jellicoe coming out. The *with mercantile captains* Admiral stopped him and told him that he had had a consultation with 12

mercantile
captains, and that not one of them favoured convoys.
This step had been taken without any consultation
with the Ministry of Shipping, and without affording
Sir Joseph Maclay any opportunity of advising us as
to the choice of captains, or of meeting the mercantile
masters who were chosen and talking the matter
over with them. It was highly probable that the